Green Tier Legacy Communities and CHANGE Project Report

"Wisconsin Legacy Communities' Sustainability Practices: From Proficiency to Powerhouses!"

Researchers: (University of Wisconsin-Madison)
Kyle Bartowitz
Katie Kirchgasler
Fei Ma

Clients: (Green Tier Legacy Communities)
Laurel Sukup
John Stolzenberg
Wisconsin Legacy Community representatives

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I. Executive Summary

The Legacy Communities Green Tier Charter program started in December 2010, bringing communities from across the state of Wisconsin together to pursue goals of economic, social and environmental sustainability. Through collaboration and sharing of knowledge and resources, these communities aim to move their own sustainability "further, faster."

The Charter that unites these communities' efforts also provides an extensive list of sustainability practices compiled into the Best Management Practices, also known as Appendix 3. The practices are organized into subcategories and broader sections. Each practice also has a designated point value as a means of weighting it. This list of sustainability practices does not, however, include guidance for communities in selecting or implementing these practices.

A team of UW-Madison graduate students was asked to examine Appendix 3, provide recommendations on its utility for Legacy Communities, and create a guide that would help communities select, implement, and collaborate on practices in a more expedient and effective manner.

This report provides a summary of the research approach, including sources internal and external to the Legacy Communities. This is followed by highlights from state sustainability programs with similar goals to Green Tier, an in-depth explanation of the structure and design of the Guide, and considerations for future work on Appendix 3, as well as the Guide.

II. Introduction

This Green Tier- CHANGE collaboration has two main purposes. The first is to work with representatives from Green Tier and the Green Tier Legacy Communities ("Legacy Communities") to design a guide to the Green Tier Sustainability Strategies ("GTSS") found in Best Management Practices of the Legacy Communities Charter. In this report, we will give suggestions to Green Tier and the Legacy Communities regarding GTSS and the process of engaging in this type of collaborative research. The guide we developed examines sustainability practices based on how they satisfy three criteria: economic impacts, environmental impacts and social impacts. The aim is to provide clear, concise information for Legacy Communities to use in their internal decision-making processes about which practices to consider for implementation and how to discuss their potential benefits to multiple stakeholders.

This report provides an overview of our research approach, including : a) comparing the GTSS with sustainability practices of other states (e.g. Minnesota's GreenStep and Sustainable Jersey); b) collating the annual reports to highlight which GTSS have been prioritized by Legacy Communities; and c) interviewing Legacy Community representatives about their perceptions of Best Management Practices and suggestions for the guide. We will also offer insights gained in the process that fall outside the scope of the guide. For example, as the project proceeded, we also found that some of the GTSS were not being considered by any of the Legacy Communities. Other practices that Legacy Communities were already implementing, or that are included in other states' programs, were noticeably absent from GTSS. We will also include an analysis and set of recommendations for any future revision of the GTSS. In the end, we draw conclusions from our research and suggestions for future collaborative research projects.

III. Research Methods and Results

1. Learning from Legacy Communities

1.1 Listing of communities showing progress in each category

In order to gain a better sense of where each Legacy Community has targeted its sustainability efforts, we created a table to show the progress each community has made in the categories of Transportation, Land Use, Energy, Water and Waste. We analyzed the narrative reports of each Legacy Community that are posted on the Green Tier Legacy Communities website (greentiercommunities.org) and classified each project by category ***(see Appendix 2)***. This allowed us to see which areas different communities were focused on and inspired us to add sections in the guide showing which communities were progressing on different practices, as well as some takeaways from community reports on sustainability, which we called "Legacy Community Spotlights". We also recommend that future research projects leverage the diverse efforts that Communities have made into resources for one another.

1.2 Comparison of strategy options by community progress

We also developed a table to show the progress that the communities have made on each GTSS based on their 2011 annual reports ***(see Best Management Practices)***. This table was designed to allow us to analyze each community's progress and intended progress for each GTSS. In the left column, the GTSS are shown for each category. Each GTSS has an assigned point value, which communities can use to indicate how close they are to full enactment of each practice. Each column color (e.g. red) represents one Legacy Community. The three columns that fade out in each color represent the number of points for that GTSS earned by 2011, and the goals for 2012 and 2015. The middle white columns allow us to see more quickly which communities have already "*completed*" the strategy option, which have "*not completed*" it but it is "*not a goal*" for 2015, which have chosen this strategy option as a "*goal*" by 2015, and which are either "*not considering*" the practice or find that the practice does "*not apply*" to their community. This information helped us to see that some practices had been emphasized more heavily than others. It also inspired us to put together the "Practices and whom to contact" table in our Guide, so communities could see others that had made progress and initiate collaboration.

1.3 Phone interviews with Legacy Community representatives

We conducted 15-20 minute phone interviews with representatives of each of the seven current participating Green Tier Legacy Communities to assess their perspectives on the program, their interactions with the Best Management Practices, and tools that they felt would be helpful going forward. The interview data was analyzed by common themes, which included perspectives on the Legacy Communities and GTSS, as well as recommendations for the guide. What follows are points that were brought up in interviews that helped shape our thoughts in creating the guide to the GTSS.

1.3.1 Green Tier

One community representative shared that the key benefit of participating in Green Tier Legacy Communities has been the the impetus to take an internal look and come up with a comprehensive plan for sustainability. Multiple representative reported that the main purpose has been getting communities together to communicate, share exciting projects and have direct contact with the Department of Natural Resources and other state agencies. A third representative suggested that Green Tier Legacy Communities use its label more outside of internal meetings.

1.3.2 Best Management Practices of the Legacy Communities Charter

Community representatives expressed several key concerns with Best Management Practices of the Legacy Communities Charter, which contains the GTSS. First, several

representatives shared that the document is very difficult to understand without more context. In particular, they suggested that the GTSS need more explanation regarding both purpose and scoring system. This was viewed as especially important so that prospective Legacy Communities are not turned off by the fear that they cannot fulfill all of the GTSS or that they would be competing against other communities to earn more points. It would also help if Best Management Practices either indicated why a practice may not be applicable to a particular community or offered a protocol for the community itself to explain this.

Second, several representatives shared that they were initially unsure about how Best Management Practices would align with their separate sustainability or comprehensive plans. For example, one representative shared that the sustainability indicators included in the GTSS were entirely different from those developed by the community for its own sustainability plan; this created a significant burden for municipal staff to collect both sets of data. Another representative reported using the GTSS as the basis of the city's sustainability plan, which ended up being much more comprehensive and easier to use than Best Management Practices. Several representatives shared that their own sustainability plans included more categories and practices than the GTSS.

A third concern regarding Best Management Practices was its failure to provide ideas for indicators or measurements to assess a community's progress. One representative said that Best Management Practices was a good reference for starters, but that the community needed more guidance with how to track improvements in specific areas, such as wastewater treatment or office supply purchases. Additional concerns included the fact that Best Management Practices does not have a timeline for communities to refer to, that its point system seemed arbitrary, and that it does not include categories more relevant to social sustainability, such as food, fair trade, and public art.

1.3.3 Thoughts on criteria for the guide

When asked about which criteria each community regarded as most important to selecting sustainability practices, there was significant diversity in responses. Several representatives cited economic impacts, initial cost of implementation, and availability of federal funding as the primary criteria. One representative cited public health concerns as the number one criterion. Finally, another representative argued that the guide should include information on economic, environmental and social impacts, so that the communities can target the sustainability practices to different audiences and explain the benefits across multiple criteria.

1.3.4 Thoughts on indicators for the guide

Regarding indicators, one community representative discussed the idea that the practices range from easy to track to very difficult to track. An example of a relatively easy-to-track category is solid waste, since the municipality must pay tipping fees at the landfill based on the exact number of pounds. However, even in this case, the representative described the daunting process involved in making sure they had collected accurate data on each of the practices. This representative also reported the concern that easy-to-collect data does not always measure the essence of the practice. For example, it is easy to calculate the Walkscore of a particular location, but this indicator can be misleading. Also, it is much easier to report the number of miles of bike trails than the actual number of people using these bike trails as opposed to driving an automobile.

1.3.5 Thoughts on what should be included in the guide

One community representative envisioned the guide as a tool to recruit prospective communities and to explain the purpose and use of Best Management Practices. This guide

could include a brief description of each strategy option, since many municipal staff members may be unfamiliar with terms such as PACE financing. Other representatives suggested that the guide be tailored towards practical implementation information, such as measurement tools and timelines.

Several representatives discussed the need for a guide that they could use as a sales pitch to committees and elected officials. Even though these representatives reported that their committees and officials were committed to sustainability in theory, they need more specific economic and environmental data to convince them of a particular GTSS in practice. One representative said that national statistics would be best, while another suggested that only state-level data would be taken seriously by officials. Several representatives said that case studies would be the least useful, since officials would not have time to read over each practice in detail. One representative suggested that the guide be framed around climate change rather than strictly economic efficiency.

Finally, all community representatives interviewed mentioned the value in sharing lessons learned among the Legacy Communities. One suggested a website, online forum or directory of contact information so that municipal representatives can learn from one another and collaborate to write joint grants. Another suggested that case studies of Legacy Community projects would be useful to them (in contrast to case studies from other regions of the country). Another expressed the desire to be able to easily compare which strategy options were being implemented in each community, in order to get information and track their progress. Yet another mentioned a desire to see collaborative opportunities that would allow individual communities to cut down on the work-hours necessary to get a practice off the ground.

2. Learning from Other States

2.1 Comparison of strategy options by state program

In this section, we will examine similarities and differences between GTSS, Minnesota GreenStep's "28 Best Practices," and Sustainable Jersey's "Actions for Sustainable Communities." We chose these programs because we felt that they had similar sustainability goals, worked at a similar community scale, and included many of the same practices as GTSS. First, however, it should be noted that these programs propose different paths towards similar goals. Green Tier offers highly specific practices from several categories that communities may select from based on what make sense for their local context. Because of the high level of detail in the "Sustainable Strategies" list, there are many GTSS that did not have comparable actions in the Minnesota or New Jersey programs. Minnesota GreenStep is a planning-based program that aims to be comprehensive in its description of how to reach goals by offering a variety of resources and outlining different levels of achievement for communities to attain. . Sustainable Jersey offers both planning and detailed actions in its list of "Actions for Sustainable Communities", along with websites that offer advice about how to implement the individual actions. A major difference between Sustainable Jersey and Green Tier is that New Jersey's program is more prescriptive in the actions to be taken and requires documented proof of action from communities in order to give recognition; Green Tier's communities are not prescribed certain actions to take, and are allowed to count up points gained through practices. To organize this information, we developed a set of tables, based around the GTSS, showing comparable (and sometimes identical) actions in the Minnesota GreenStep and Sustainable Jersey programs ***(see Appendix 1).***

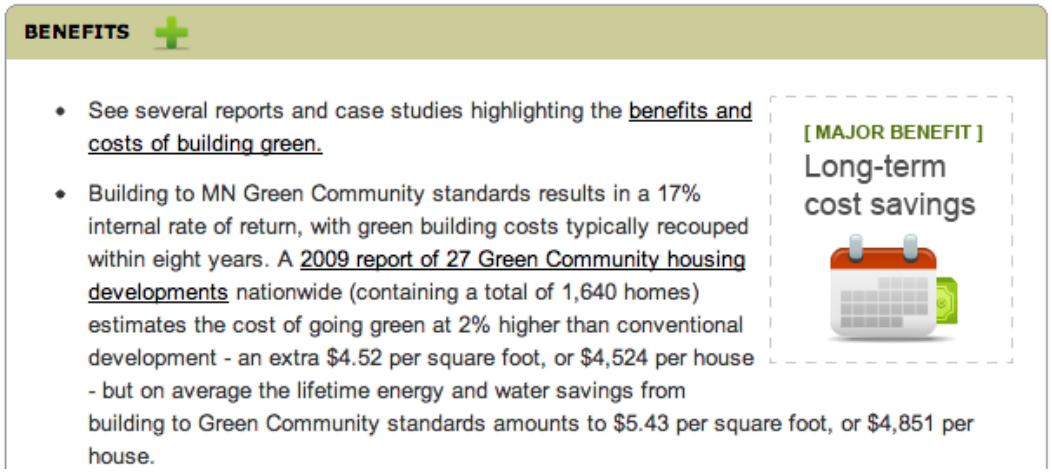
2.2 Review of other guides to sustainability practices

In this section, we will examine five other guides to sustainability practices for the purposes of drawing insights about useful features to include in our own guide, in addition to references to specific practices in these guides. We selected the following five guides for comparison: Minnesota Green Step, Sustainable Dubuque, Sustainable Jersey, the Environmental Protection Agency's "Planning for a Sustainable Future" Guide, and the Madison Sustainability Plan.

2.2.1. Minnesota GreenStep

This program offers a website with pages outlining the program's goals and history, FAQs, and list of "28 Best Practices" (http://greenstep.pca.state.mn.us/bestPractices Detail.cfm?bpid=1). There are also links from each of these practices to "Best Practice Actions" (which detail what communities can do for those 28 practice categories), "Expected Benefits," and "Connection to State Policy" (see Figure 1). Besides the general expected benefits, this guide highlights a "Major Benefit" (e.g. cost savings, community quality, community health). Finally, communities can identify themselves as belonging to Categories A, B, or C based on municipal characteristics; each category has a set of recommended practices based on this profile, which allows it to be a bit more prescriptive than Green Tier because it reflects back on demographic information of the community

Figure 1: Example of "Benefits" box for a MN Green Step Best Practice, including the "Major Benefit," top right



2.2.2 Sustainable Dubuque

This site has a list of 11 "Sustainability Principles" that are more generalized than the "Best Practices" of Minnesota's program. It offers pages for each of the principles with definitions and examples of businesses, community buildings, and other sites that exemplify the principle (http://ia-dubuque.civicplus.com/index.aspx?NID=1054). The program also offers "indicators" to determine whether goals are being met, such as Farmer's Market Attendance as an indicator of interest in healthy local food. This analysis of indicators may be informative for future research into Green Tier. This program overall relates to Green Tier in that it is not terribly prescriptive, and in the organization of practices into descriptive categories.
(http://www.cityofdubuque.org/DocumentCenter/Home/View/ 15189).

2.2.3 Sustainable Jersey

This site has an extensive, categorized "Action List," which is organized in a similar fashion to GTSS (http://www.sustainablejersey.com/actionlist.php). The list is interactive, so that

the user can select actions to see what a community would need to do to reach a certain certification level (see Figure 2). The list also shows whether competitive or non-competitive funding is available for each particular action. There are also links and sub-links for each action (http://www.sustainablejersey.com/ actiondesc.php? arr_num= 110&id_num=12!14). These links offer detailed steps for implementation, including estimated timeframe, project costs, procedures, vetted websites, and which municipal employees or outside consultants to involve in the implementation process, among other details. Without becoming as prescriptive as Sustainable Jersey, Green Tier could reasonably consider implementing some of these aspects as a means of guiding communities as they navigate the Best Management Practices in order to choose and implement the practices that are best for them.

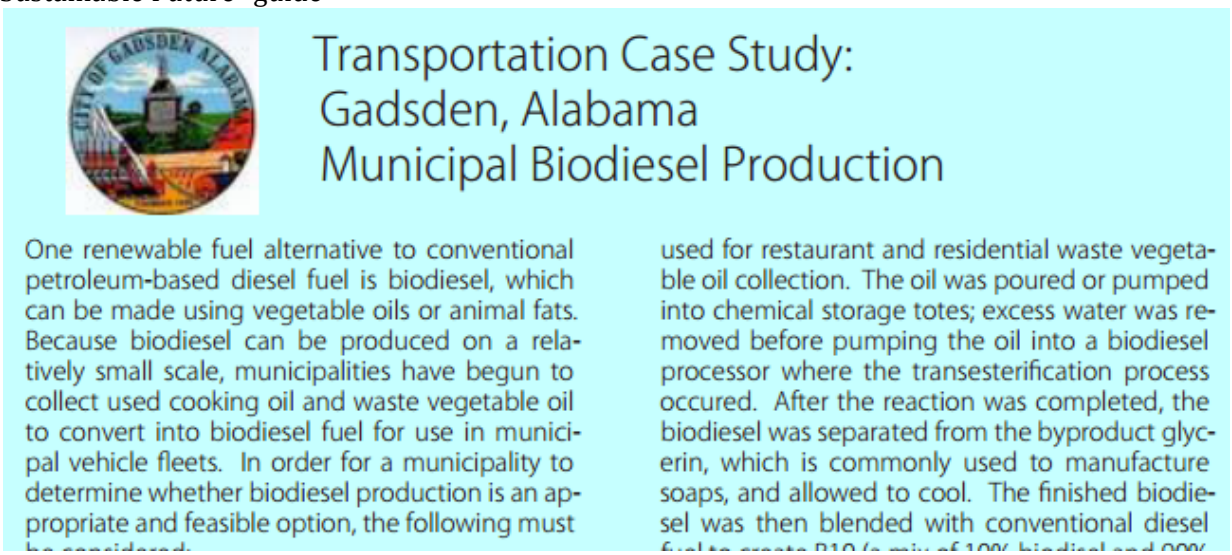
Figure 2: Partial view of Sustainable Jersey's Interactive Action List

Energy Efficiency	Funding	Bronze	Silver	Points	Select
Energy Tracking and Management		P	P	10	☐
Energy Audits for Municipal Facilities Click to View Subactions	$	P	P		
High Efficiency Municipal Buildings Click to View Subactions	$				

2.2.4 U.S. EPA's "Planning for a Sustainable Future" Guide

This 70-page guide is extremely comprehensive and appears to be written with a wide range of audiences in mind. While its primary objective appears to be climate change mitigation, it addresses many aspects of sustainability at the community level. The "Getting Started" section offers topics such as resources and networking, educating the public, securing funds, and incorporating practices into planning. The guide then describes actions under "Areas of Opportunity," and each of these sections includes a list of "Best Practices," ways of "Measuring Success," and online resources. Many sections include a case study (see Figure 3) that describes the process of implementing the sustainable practice. This guide relates to Green Tier in that it has a focus on community-level environmental practices, and offers information organized into useful categories (http://www.epa.gov/region2/ sustainability/greencommunities/pdfs/planning_fora_sustainablefuture_nov2010.pdf).

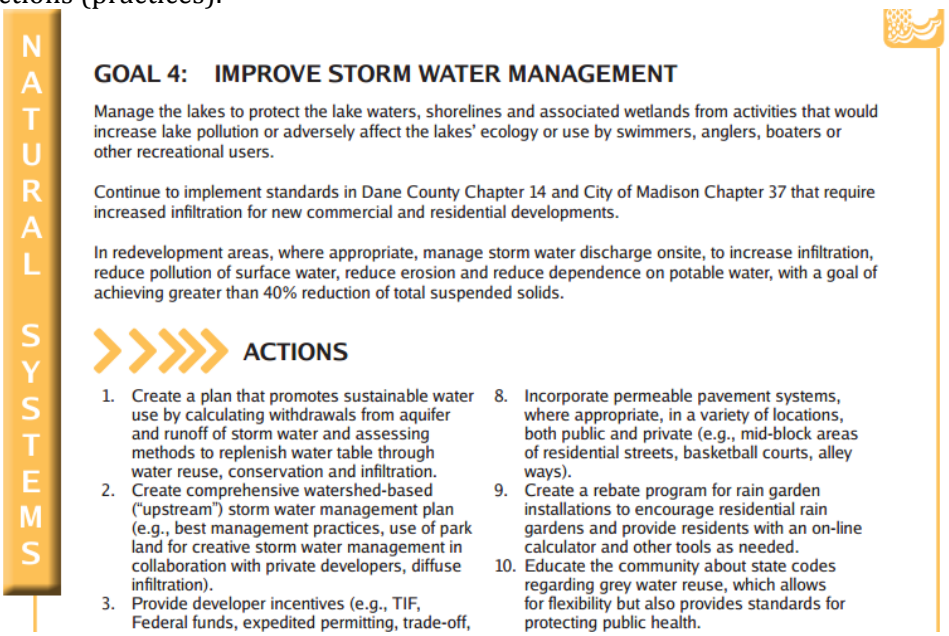
Figure 3: Example of a case study for an "Area of Opportunity" in the EPA's "Planning for a Sustainable Future" guide



2.2.5 The Madison Sustainability Plan

The City of Madison's Sustainability Plan presents general categories of sustainability (e.g. Natural Systems). For each category, there is a vision statement and list of goals, which are connected to practices and specific actions (see Figure 4), all of which makes for a solid example of a community sustainable plan. (http://www.cityofmadison.com/sustainability/documents/SustainPlan2011.pdf#page=3).

Figure 4: Example from "The Madison Sustainability Plan," including itemized goals and actions (practices).



NATURAL SYSTEMS

GOAL 4: IMPROVE STORM WATER MANAGEMENT

Manage the lakes to protect the lake waters, shorelines and associated wetlands from activities that would increase lake pollution or adversely affect the lakes' ecology or use by swimmers, anglers, boaters or other recreational users.

Continue to implement standards in Dane County Chapter 14 and City of Madison Chapter 37 that require increased infiltration for new commercial and residential developments.

In redevelopment areas, where appropriate, manage storm water discharge onsite, to increase infiltration, reduce pollution of surface water, reduce erosion and reduce dependence on potable water, with a goal of achieving greater than 40% reduction of total suspended solids.

ACTIONS

1. Create a plan that promotes sustainable water use by calculating withdrawals from aquifer and runoff of storm water and assessing methods to replenish water table through water reuse, conservation and infiltration.
2. Create comprehensive watershed-based ("upstream") storm water management plan (e.g., best management practices, use of park land for creative storm water management in collaboration with private developers, diffuse infiltration).
3. Provide developer incentives (e.g., TIF, Federal funds, expedited permitting, trade-off,
8. Incorporate permeable pavement systems, where appropriate, in a variety of locations, both public and private (e.g., mid-block areas of residential streets, basketball courts, alley ways).
9. Create a rebate program for rain garden installations to encourage residential rain gardens and provide residents with an on-line calculator and other tools as needed.
10. Educate the community about state codes regarding grey water reuse, which allows for flexibility but also provides standards for protecting public health.

2.2.6 Analysis of Other States' Guides in Relation to Our Project

We incorporated many elements of these sustainability practice guides into our project for the Green Tier Legacy Communities. Based on the strengths of the Minnesota GreenStep program, we begin each section of the guide with a statement of the importance and key potential benefits a community can expect from implementing each set of practices. We also included links to planning guides from other states' programs, government agencies or research institutes, in order to help communities determine which sustainability practices are most feasible for their local context. Based on the EPA guide's case studies, we included "Legacy Community Spotlights" for those who have attempted a practice. These short "spotlights" are intended to inspire further communication and sharing of successes and lessons learned between member communities. From the Madison guide, we decided to adapt its nesting structure (from categories to subcategories) and include easy-to-read tables and figures.

2.3 Review of Sustainable Dubuque webinar

In this section, we will outline a few insights drawn from a Sustainable Dubuque webinar called "Measuring Sustainability". For a glimpse into the process of building and evaluating a community sustainability program, we listened to a webinar led by Sustainable Dubuque representatives Cori Burbach (Sustainable Community Coordinator for the City of Dubuque) and Medora Kealy, (a graduate student in Urban and Regional Planning at the University of Iowa). They focused their presentation on "indicators" that show a community's progress towards certain goals and reported spending more than half of their

research effort on developing these indicators. They also noted that indicators are well suited to demonstrating progress on a particular practice but fail to show the interconnections and relationships between practices. Finally, they studied a wide range of programs and situations and drew heavily on what did or did not work to develop the Sustainable Dubuque program. We adopted a similar strategy, while exercising caution not to overgeneralize the lessons of other programs and communities. Although indicators were not incorporated into the first iteration of our guide, Green Tier is planning to initiate an Indicators Task Force to research these further.

2.4 E-mail interview with MN GreenStep Coordinator

In this section, we will share a few insights drawn from an e-mail interview with the Minnesota GreenStep Cities Coordinator, Philipp Muessig. Given the clear design of the GreenStep guide, we reached out to Mr. Muessig for insight into the process behind the guide's development. In terms of creating community categories, Mr. Muessig explained that communities were given a spreadsheet to fill out entitled "What category is my city in?" This helped place them into an appropriate category to ensure that it was neither too easy or difficult to reach the goals for that category. Picking particular actions for each Best Practice was a bigger challenge, requiring discussion, analysis, editing, and review to keep actions relevant. He also discussed the "Who is Doing It" tab on the GreenStep website, which allows for discussion between participating communities, and shared his confidence that this will become an integral part of the Minnesota GreenStep program.

3. Designing the Guide

3.1 Criteria for the guide

To address the aims of Green Tier Legacy Communities, we focused on three main criteria for the long-term benefits of sustainability practices: environmental, social, and economic impacts. In particular, environmental impacts will include information about the impact of a practice on natural systems. Social impact will include information about how the practice is predicted to impact citizens at an individual and community level, including public health, safety, neighborhood cohesion, and quality of life. Economic impacts will include information about the predicted costs and cost savings of the practice. The benefits in each column are sorted by those directly benefitting "Municipal Operations," and those benefitting the "Community" at large, including individual citizens, local businesses and the larger society.

3.2 Format of the guide

Given our finding that each Legacy Community has distinct priorities and has made progress in distinct areas, our goal is not to rank practices, or offer generalized recommendations about the order of implementation of various GTSS. Instead, we decided to design a guide that will facilitate each community's decision-making process by providing:

- An overview of each **subcategory**, including:
    - A brief statement outlining the overall goals of the subcategory
    - A list of which Legacy Communities are already implementing the strategy and which have set it as a goal by 2015 (in order to facilitate communication and collaboration)
    - Spotlights on progress that Legacy Communities have made within a subcategory
    - A table outlining benefits of practices in the subcategory, categorized into economic impact, social impact, and environmental impact. These benefits can be used to promote practices within the municipality and to the community.

- Another table, entitled "Guides", which lists online resources to particular practices within the subcategory, explains the contents of each resource, and provides a hyperlink to each resource.

We believe that our guide will ultimately be most useful in an online format as a PDF file, given the various hyperlinks provided in the "Guides" table, the ease of accessibility through the Green Tier website, and the number of trees that would be saved by not printing out all 75 pages for each community.

IV. Conclusions and Recommendations

4.1 Recommendations for further developing the guide

- Future researchers may wish to go more in-depth by looking more closely at the individual GTSS, by finding out about things such as costs, timeframe for a project, funding sources, and indicators of the success of the practice for Wisconsin municipalities.

- Another analysis that would be helpful is to examine potential pitfalls or limits of certain practices, along with contextual factors (demographic, infrastructure, resources, etc.) within a community in relation to a practice. This would help communities by saving time and energy pushing towards goals that may not be feasible for some reason.

- Another step forward could be taken by introducing some means of collaboration, such as an online forum or an interactive map showing which communities are working on different GTSS.

- The Legacy Communities have chosen to participate in this sustainability program, and therefore do not need to be convinced of the general value of biking, for example. Future researchwould be helpful if it can possibly offer ways to present the guide in a way that would draw the interest of communities that weren't previously oriented towards sustainability. .

4.2 Recommendations for Green Tier Legacy Communities

- During interviews, community representatives shared with us the suggestions for Green Tier Legacy Communities. One commented that they view the key benefit of their involvement as the impetus to take an internal look and come up with a comprehensive plan for sustainability. Another representative reported that they viewed the purpose as getting communities together to communicate, share exciting projects and have direct contact with the DNR and other state agencies. A third representative suggested that Green Tier Legacy Communities use its label more outside of internal meetings. These recommendations seem to point the usefulness of greater exposure of the program, in order to have a wider selection of communities to collaborate with, and in turn facilitate greater completion of practices amongst all communities.

4.3 Recommendations for Best Management Practices of the Legacy Communities Charter

4.1.1 Recommendations from community representatives

In addition to what we have included in our guide, the representatives also made the following suggestions to improve Best Management Practices:

- Best Management Practices could benefit from **clearer indicators or measurements** to assess a community's progress. One representative shared that Best Management Practices was a good reference for starters, but that the community needed more guidance with how to track improvements in specific areas, such as wastewater treatment or office supply purchases.

- Best Management Practices could benefit from more **explanation regarding the development and purpose of the scoring system**. This was viewed as especially important so that prospective Legacy Communities are not turned off by the fear that they cannot fulfill all of the strategy options or that they would be competing against other communities in terms of points.

- Best Management Practices could benefit from an **acknowledgement of why a certain practice may not be applicable** to a particular community or type of community.

- Best Management Practices could benefit from a **timeline (range of time that a community is likely to take to implement a specific practice)** for communities to refer to.

- Best Management Practices might consider including categories that more relevant to **social sustainability**, such as food, fair trade, public art, and environmental justice.

- Any revisions to Best Management Practices should take into account the fact that sustainability indicators included in Best Management Practices are often different from those developed by the community for its own sustainability plan. This can create a significant burden for municipal staff to collect both sets of data, and a specific **challenge if they need to determine how to collect a new set of data**. Collaboration with participating communities to discover discrepancies between sustainability plans and Best Management Practices would be helpful in that regard.

4.4 Possible additions to Best Management Practices

In this section we listed the practices from Legacy communities or other states that are not included in Best Management Practices. Given time constraints, we only addressed the energy section.

Category	Practice	Source	Explanation
Municipal Energy Use – Lights Efficiency	Use LED/ solar-powered lighting for a flashing sign or in a street, parking lot or park project.	Minnesota GreenStep	Benefits of replacing 100,000 100-watt high-pressure sodium street lights with LED fixtures: • Energy consumption saved over 20 years: 656,880 megawatt-hours • Payback period: 7.4 years • 20-year savings per fixture: $2,696 • 60% energy reduction, instant start-up
Municipal Energy Use – Lights Efficiency	Replace city-owned parking lot/ramp lighting with Dark-Sky compliant, energy efficient, automatic dimming lighting technologies.	Minnesota GreenStep; Village of Weston	• Village of Weston: dark skies community so taxpayers could enjoy the stars and save energy at the same time
Municipal Energy Use – Lights Efficiency	Optimizing signal timing	Minnesota GreenStep	• Low-cost approach to reducing congestion, costing from $2,500 to $3,100 per signal • Reduction in harmful emissions up to 22%
Municipal Energy Use	Phase in bike, foot or horseback modes for police, inspectors and other city staff.	MN GreenStep	• This will contribute to another GTSS: Reduce motor fuels use for non-transit activities (3)

V. Resources

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VI. Appendices

Appendix 1: Comparison of other states' sustainability practices

Transportation

Green Tier Sub-Category	Green Tier Strategy Option (Current Point Value)	Sustainable Jersey Equivalent	MN GreenStep Equivalent
Bicycle and Pedestrian Programs/Projects	Require bike parking for all new non-residential and multifamily uses. (2)		
Bicycle and Pedestrian Programs/Projects	Set standards for placement and number (as a function of the intensity of use) for bike parking spaces. (1)		Document increased bike facilities, such as racks, bike stations or showers.
Bicycle and Pedestrian Programs/Projects	Make commuter bike routes identifiable and cleared. (3)	Complete Streets Program	Adopt a complete streets policy that also addresses street trees and stormwater.
Bicycle and Pedestrian Programs/Projects	Obtain recognition by the League of American Bicyclists certification. (Bronze 5, Silver 7, Platinum 10) (5-10)	Bicycle and Pedestrian Master Plan	Remedy complete streets gaps and lack of connectivity within your road network by, adding a bike route/lane, truck route or sidewalk.
Bicycle and Pedestrian Programs/Projects	Funding and operating for Safe Routes to School SRTS program (or functional equivalent) covering at least 10 percent of students. (3)	Safe Routes to School	Launch an Active Living campaign in concert with your local community health board, such as a Safe Routes to School program.
Bicycle and Pedestrian Programs/Projects	Conduct annual survey of students' mode of transport to school. (1)	Conduct a Bicycle and Pedestrian Audit	
Employer-Based Programs	Require large employers seeking rezoning to set a price signal (cash-out or charge). (5)		
Employer-Based Programs	Require large employers seeking rezoning to provide subsidized transit. (5)		Increase the number of employers promoting multiple commuting options, including offering qualified transportation fringe benefits instead of only a tax-free parking fringe benefit.
Employer-Based Programs	Require large employers seeking rezoning to provide a Transportation Demand Management (TDM) plan that would reduce trips by 20% over "business as usual". (5)		
Traffic Volume	Track VMT or traffic counts and report on efforts at reduction (including those on this list). (3)		
Traffic Volume	Eliminate parking minimums from non-residential districts. (3)		
Traffic Volume	Set parking maximums at X per square feet for office and retail uses. (5)		
Traffic Volume	Scheduled transit service at basic level (hour peak service within half-mile of 50 percent of addresses). (5)		Document that the local school bus fleet has optimized routes, start times, boundaries, vehicle efficiency and fuels, driver actions to cut costs including idling reduction, and shifting students from the bus to walking, biking and city transit.

Traffic Volume	Scheduled transit service at enhanced level (half-hour peak service within 75 percent of addresses). (10)		
Preservation and Improvement	Develop and fully fund a comprehensive maintenance program for existing roads. (3)		
Preservation and Improvement	Charge impact fees for new roads. (1-5)		
Preservation and Improvement	Calculate lane-miles per capita for arterials and collectors, and show reductions. (5)		
Preservation and Improvement	Prepare a plan identifying disconnections in bike and pedestrian networks, prioritizing the establishment of new connections and identifying potential funding sources for the most important projects. (5)		
Preservation and Improvement	Any proposal to add lanes to a two-lane roadway shall be evaluated for a center turn lane, the preferred option over an expansion to four lanes. (5)		
Preservation and Improvement	Identify four-lane roadways with fewer than 20,000 vehicles per day (AADT) and evaluate them for "road diets" with bike lanes or on-street parking. (3)		
Electric Vehicles	Allow Neighborhood Electric Vehicles (NEVs) on appropriate roadways. (1)		
Electric Vehicles	Provide public charging stations. (2)		Participate in Project GreenFleet to retrofit city diesel engines or to install auxiliary power units.
Vehicle Idling	Ban idling (more than 5 minutes) with local government vehicles. (2)	Anti-Idling Education & Enforcement Program	Phase-in no-idling practices, operational and fuel changes, and equipment changes including electric vehicles, for city or local transit fleets.
Vehicle Idling	Ban idling (more than 5 minutes) community-wide. (5)		

Land Use

Green Tier Sub-Category	Green Tier Strategy Option (Current Point Value)	Sustainable Jersey Equivalent	MN GreenStep Equivalent
Infill Development	Identify priority areas for infill development, including those eligible for "brownfields funding". (5)		
Infill Development	Create land bank to acquire and assemble priority infill sites. (1)		
Infill Development	Develop an inventory of known contaminated properties for reuse planning, with possible GIS application. (1)		
Walkscore	Measure Walkscore at 10 random residential addresses per Census tract, compute average, and improve upon overall score (10).		Be recognized as a Walk Friendly or Bicycle Friendly Community.
Zoning	Adopt traditional neighborhood design ordinance (If population is less than 12,500) (5).	Community Visioning	
Zoning	Zoning for office and retail districts permits floor-area ratio > 1, on average. (5)		
Zoning	Zoning for office and retail districts requires floor-area ratio > 1, on average. (8)		
Zoning	Zoning code includes mixed use districts (5).	Sustainable Community Plan	
Zoning	Mixed-use language from Smart Code TBA. (8)		
Canopy	Adopt tree preservation ordinances. (3)	Tree Protection Ordinance	Adopt a tree preservation or native landscaping ordinance.
Canopy	Set a tree canopy goal and develop a management plan to achieve it. (4)	Community Forestry Plan and Canopy Goal	Budget for and achieve urban canopy/tree planting goals.

Canopy	Require trees to be planted in all new developments. (2)	Tree Planting Programs	Maximize tree planting along your main downtown street or throughout the city.
Canopy	Certification of membership for Tree City USA. (2)		Certify as a Tree City USA.
Mowing	Local government establishes rights of way to be mowed or cleared only for safe sightlines and/or to remove invasive species. (2)	Habitat Conservation Ordinance	
Water Protection	Establish 75-foot natural vegetation zone easement from surface water. (10)	Caring for Conservation Easements	Adopt a shoreland ordinance for all river and lake shoreland areas, in compliance with DNR rules and suited to the city's specific shoreland resources.
Water Protection	Create an inventory wetlands and insure no net annual loss. (6)		

Energy

Green Tier Sub-Category	Green Tier Strategy Option (Current Point Value)	Sustainable Jersey Equivalent	MN GreenStep Equivalent
Community Energy Use Policies	Use PACE financing (6)		
Community Energy Use Policies	Make Watt meters available to the public (1)		
Community Energy Use Policies	Adopt a Residential Energy Conservation Ordinance (time-of-sale certification and upgrades). (10)		
Measuring Community Energy Use	Work with local utility companies to calculate total electricity and natural gas consumption annually, beginning with the fifth year before entering the program. (4)		
Measuring Community Energy Use	Become established as an Energy Independence Community (EIC). (1)		
Government Energy Use Policies	Include transportation energy/emissions as criterion in RFPs for purchases of goods over $10,000. (5)		
Government Energy Use Policies	Develop list of lighting, HVAC and shell improvements to raise Energy Star Portfolio Manager or LEED EBO&M score (3)		
Government Energy Use Policies	Reduce motor fuels use for non-transit activities (3)		
Government Energy Use Policies	Provide transit passes at 50% or more off the regular price and/or provide parking cash-out options for local government employees. (6)		
Government Energy Use Policies	Streetlights operate at 75 lumens/Watt or higher (5)		
Government Energy Use Policies	Stoplights are LEED or functional equivalent (3)		
Government Energy Use Policies	Municipal electricity purchases are at least 5 percentage points higher in renewable content than the statewide renewable portfolio standard requires. Calculation may include self-generated power and purchased offsets. (5)	Energy Tracking and Management	
Measuring Government Energy Use	Complete EPA Energy Star Portfolio Managerspreadsheet for government energy use. Or, score existingbuildings with LEED EBO&M. (5)		
Measuring Government Energy Use	Calculate annual government fleet use of motor fuels, in gallons of petroleum and biofuels, beginning with the fifth year before entering the program. (2)	Meet Target for Green Fleets	
Measuring Government Energy Use	All new and renovated municipal buildings must meet LEED Silver or greater. (10)	Inventory and Upgrade All Buildings	Invest in energy efficiency opportunities through recommissioning/retrofitting city-owned/school buildings.

Water

Green Tier Sub-Category	Green Tier Strategy Option (Current Point Value)	Sustainable Jersey Equivalent	MN GreenStep Equivalent
Water Conservation	Track water and sewer use annually, beginning with fifth year before entering program, and develop plan for reductions. (1-6)		
Water Conservation	Develop a water loss control plan with targets below the 15% required by the state and include a system-wide water audit implementation and time table (4)		
Water Conservation	Join EPA's WaterSense Program for water utilities or the Groundwater Guardian Green Sites program and promote them to local business. (2)		
Water Conservation	Use block rates and flat rates to encourage water conservation among residential, commercial, and industrial users. (6)	Water Conservation Ordinance	
Water Conservation	Financial assistance for sewer lateral replacements. (1)		
Water Conservation	Upgrade water utility equipment (e.g., variable frequency drive motors) to achieve energy efficiency. (2-6)		Implement at least one efficiency project/program: pretreatment, co-generation or water reuse.
Water Conservation	Infiltration and inflow reduction by 10% (3)		Establish an on-going budget and program for decreasing inflow and infiltration
Water Conservation	Wastewater biogas captured and used in operations. (5)		
Water Conservation	Plan for replacing all toilets using > 1.6 gpf and annual progress sufficient to reach 90 percent replacement in 10 years. (5)		
Local Government Use	Install waterless urinals in men's restrooms at municipal facilities (city hall, parks, etc.) (2)		
Local Government Use	All outdoor watering by local government, excluding parks and golf courses, from rain collection. (3)		
Local Government Use	Develop a water efficiency and conservation plan for municipal buildings (4)	Water Conservation Education Program	
Stormwater Management	Develop a regular street sweeping program to reduce total suspended solids (3)		
Stormwater Management	Stormwater utility fees offer credits for best management practices such as rain barrels, rain gardens, and pervious paving (3)		Adopt and implement guidelines for, or adopt required design standards/incentives the following stormwater infiltration/reuse techniques:
Stormwater Management	Inventory all paved surfaces (e.g., by GIS mapping), and develop a plan for reduction (2)		New action coming soon that puts all road-based impervious surface reduction strategies in one action.
Stormwater Management	Work with commercial or light industrial businesses to develop stormwater pollution plans (2)		
Land Development	Identify key green infrastructure areas during plan development and/or implement a plan to acquire and protect key green infrastructure areas (5)		

Waste

Green Tier Category	Green Tier Strategy Option (Current Point Value)	Sustainable Jersey Equivalent	MN GreenStep Equivalent
Waste Management and Reduction	Community waste stream monitored at least annually . Waste reduction plan prepared and updated annually (3)	Waste Audit of Municipal Buildings Schools	
Waste Management and Reduction	Waste and materials management plan based on "zero-waste" principles, with specific goals, prepared and updated annually (4)		Document significant waste reduction/recycling, through a resource management contract or other means,
Waste Management and Reduction	Construction/deconstruction waste recycling ordinance (3)	Construction and Demolition Waste Recycling Ordinance	Adopt a construction and demolition ordinance governing demolition permits that mandates levels of recycling and reuse for materials and soil/land-clearing debris.
Waste Management and Reduction	Mandatory residential curbside recycling pickup that covers paper, metal cans, glass and plastic bottles (3)		Mandate collection of recyclables from multi-unit residential buildings.
Waste Management and Reduction	Develop a municipal collection program that encourages the diversion of food discards, yard materials, and other organics from landfills to composting or anaerobic digestion with energy recovery (5)	Food Waste	Arrange for a residential or business/institutional source separated organics collection/management program.
Waste Management and Reduction	Develop and promote programs that dispose of household hazardous, medical, and electronic waste (3)		
Waste Management and Reduction	Use anaerobic digesters to process organic waste and produce energy (4)		
Waste Management and Reduction	Implement municipal ordinances requiring manufacturer takeback for fluorescent bulbs, thermostats and other mercury-containing devices (3)		
Waste Management and Reduction	Ordinances in place to reduce the usage of phone books as well as single-use shopping bags, styrofoam food containers and other disposable packaging (2)		
Waste Management and Reduction	Pay-as-you-throw system implemented by municipality or required of private waste haulers (2)	Pay-As-You-Throw Program	
Waste Management and Reduction	Use public education and outreach to promote recycling, backyard composting, product re-use and waste reduction (1)		Publicize, promote and use the varied businesses collecting and marketing used and repaired consumer goods in the city/county.

Appendix 2: Comparison of communities by progress in each category

GREEN TIER

GREEN TIER LEGACY COMMUNITIES: PROGRESS BY CATEGORY

As reported in each pilot community's profile on *http://greentiercommunities.org/?page_id=23*

	Transportation	Land Use	Energy	Water	Waste
Appleton	• mass transit	• redevelopment	• reduction in energy usage of city facilities via lighting upgrades and installing motion sensors on lighting systems • retrocommissioning of wastewater treatment plant and library • networked computerized Energy Management and Control System • Preventive Maintenance program ensuring equipment is maintained to operate at optimal efficiency to decrease energy costs • replacing A/C systems • air infiltration testing and improvements at a fire station • tracking utilities expenses monthly and monitoring trends • training building occupants about responsible usage of energy • installation of white roofs and light colored ballast • bio-gas project	• integrating City automatic urinal flush valves with restroom lighting • storm water management • bio-gas project at our Wastewater Plant	• switch to "Green" cleaning chemicals and janitorial paper products carrying the "Green Seal" certification • recycling program • responsible chemical usage • recycling and reuse of materials in demolition of the former Water Treatment Plant
Bayfield	• provided each household in the City with a bus pass • Neighborhood Electric Vehicle (NEV) for city utilities		• provided each household in the City with a CFL	• steps to protect Lake Superior • Clean It Green It project to inform residents and visitors on the importance of water conservation • $200 and $400 mini grants for residents and businesses to do water based improvements	• provided each household in the City with a bag of green cleaning supplies and a green cleaning recipe book • $250 mini grant opportunity for a green project for residents
Fitchburg	• high-quality bike trails • public forums and expos on transportation options • bike-commuting competition held by city staff	• protection for wetland areas, streams, wooded and natural areas through policies and other initiatives • encouraging compact, diverse mixed-use neighborhoods	• Resource Conservation Commission (RCC) that aims to reduce greenhouse gas emissions through reductions in energy use and investment in renewable energy technology • public forums and expos on topics including geothermal heat pumps • Green Team to engage all city departments in sustainable actions to reduce the City's environmental footprint • upgrading facilities with information technology-based equipment • eco-friendly streetlight modifications • Smart Code to reduce energy use in city operations and in the community • Fitchburg Public Library seeking LEED-Gold certification • installation of a geothermal heat pump • installation of solar thermal panels on City Hall's roof	• protection for waterways from urban storm water runoff through rain gardens, bioswales and pervious concrete installed by residents, businesses and the municipality	• community-wide recycling policies to reduce the demand on landfills and virgin materials • organizing and hosting public forums and expos on construction waste recycling

Middleton	• accessible 17-mile trail system	• open space and conservancy lands • creation of wetlands and prairie • innovative and resourceful community design • compact growth, infill development, and density-focused land-use planning • workforce housing assistance • diverse economic presence within City limits • National Association of Home Builders' Gold Star Community of the Year • tax increment financing for economic development to meet environmental goals • accommodation of large employers and broad base of local businesses • preservation of historic downtown • "Good Neighbor City" • outstanding school system • award winning local library and Senior Center • Tree City status, preservation of urban forest	• converting traffic signals to LED lighting • installing occupant sensors for lighting in City facilities	• Gold Water Star communities	• Clean & Green events twice annually for collection of large and special collection waste that can be recycled or re-used • permanent collection spot for unwanted/ unused pharmaceuti-cals

	Transportation	**Land Use**	**Energy**	**Water**	**Waste**
Weston	• conversion of a suburban no sidewalk community into a place where families could walk, jog and bike • sidewalk and multi-use path campaign • pedestrian to connect south neighborhoods with schools, shopping and parks in the north • multi-use path that will raise the community's walk-ability score two-fold in less than five years and reduce the use of automobiles in the community	• protection for the 30% of the community that is wetlands	• dark skies community to enable residents to enjoy the stars and save energy, such as a $140 million dollar medical complex with no greater than one candlelight at the property line ordinance to leave Weston's night skies dark	• education for community about rain gardens, rain barrels and other on-site methods to control surface water runoff • demonstration projects located in the community • annual rain barrel workshop using old triple rinsed fifty-five gallon chemical containers • fixing drainage problem and getting in full compliance with NR 216 ahead of schedule, which earned a UWEX Water Star	• compliant curbside recycling community • household item drop off site • recycling and reuse of asphalt, cement, and black dirt • compost site • 24 hour accessible yard waste drop off • saving $300,000 a year on road projects by recycling materials and selling the compost to local landscapers, which earned a Foth & Van Dyke Good Government Award.

Best Management Practices: Comparison of strategy options by community progress

Transportation

KEY: **A** = Appleton, **B** = Bayfield, **F** = Fitchburb, **M** = Middleton, **W** = Weston

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Strategy Option (Current Point Value)	Completed	Not Completed, Not Goal	Goal	Not Considering or N/A	A 2011 Done	A 2012 Goal	A 2015 Goal	B 2011 Done	B 2012 Goal	B 2015 Goal	F 2011 Done	F 2012 Goal	F 2015 Goal	M 2011 Done	M 2012 Goal	M 2015 Goal	W 2011 Done	W 2012 Goal	W 2015 Goal
Require **bike parking** for all new non-residential and multifamily uses. (2)	F		ABMW		0	0	2	0	0	2	2	2	2	1	2	2	0	0	1
Set standards for placement and number (as a function of the intensity of use) for **bike parking** spaces. (1)	F		ABMW		0	1	1	0	0	2	1	1	1	0	1	1	0	0	1
Make **commuter bike routes** identifiable and cleared. (3)	AF		BMW		3	3	3	0	0	2	3	3	3	2	3	3	1	2	3
Obtain recognition by the **League of American Bicyclists** certification. (Bronze 5, Silver 7, Platinum 10) (5-10)			AFMW	B	0	0	5	N/A	N/A	N/A	0	5	7	0	5	7	0	0	5
Funding and operating for **Safe Routes to School** SRTS program (or functional equivalent) covering at least 10 percent of students. (3)			ABFMW		0	3	3	0	0	3	0	1	3	1	1	3	0	0	1
Conduct annual **survey** of students' mode of transport to school. (1)			ABFMW		0	1	1	0	0	1	0	1	1	0	1	1	0	0	1
Require large employers seeking rezoning to set a **price signal** (cash-out or charge). (5)				ABFMW	0	0	0	N/A	N/A	N/A	0	0	0	0	0	0	0	0	0
Require large employers seeking rezoning to provide **subsidized transit**. (5)				ABFMW	0	0	0	N/A	N/A	N/A	0	0	0	0	0	0	0	0	0
Require large employers seeking rezoning to provide a Transportation Demand Management (TDM) plan that would **reduce trips by 20%** over "business as usual". (5)				ABFMW	0	0	0	N/A	N/A	N/A	0	0	0	0	0	0	0	0	0
Track **VMT** or traffic counts and report on efforts at reduction (including those on this list). (3)		F	AMW	B	1	2	2	0	0	0	2	2	2	1	2	2	1	1	2
Eliminate parking minimums from non-residential districts. (3)			M	ABFW	0	0	0	N/A	N/A	N/A	0	0	0	0	0	3	0	0	0
Set **parking maximums at X** per square feet for office and retail uses. (5)			BM	AFW	0	0	0	0	0	5	0	0	0	0	0	3	0	0	0
Scheduled transit service at **basic** level (hour peak service within half-mile of 50 percent of addresses). (5)	BM			AFW	0	0	0	5	5	5	0	0	0	5	5	5	0	0	0
Scheduled transit service at **enhanced** level (half-hour peak service within 75 percent of addresses). (10)	M			ABFW	0	0	0	0	0	0	0	0	0	10	10	10	0	0	0
Develop and fully fund a comprehensive **maintenance** program for existing **roads.** (3)	ABF	W	M		3	3	3	3	3	3	3	3	3	1	1	3	2	2	2
Charge **impact fees** for new roads. (1-5)				ABMFW	0	0	0	N/A	N/A	N/A	0	0	0	0	0	0	0	0	0

Calculate **lane-miles per capita** for arterials and collectors, and show reductions. (5)	A	W	FM	B	5	5	5	N/A	N/A	N/A	2	2	3	2	2	3	2	2	2
Prepare a plan identifying disconnections in **bike and pedestrian networks**, prioritizing the establishment of new connections and identifying potential funding sources for the most important projects. (5)	M		ABFW		3	4	5	0	0	5	3	4	5	5	5	5	3	4	5
Any proposal to add lanes to a two-lane roadway shall be evaluated for a **center turn lane**, the preferred option over an expansion to four lanes. (5)			MW	ABF	0	0	0	N/A	N/A	N/A	0	0	0	3	5	5	0	1	1
Identify four-lane roadways with fewer than 20,000 vehicles per day (AADT) and evaluate them for "**road diets**" with bike lanes or on-street parking. (3)			AFM W	B	2	3	3	N/A	N/A	N/A	2	3	3	2	3	3	0	1	1
Allow **Neighborhood Electric Vehicles** (NEVs) on appropriate roadways. (1)	ABFM		W		1	1	1	1	1	1	1	1	1	1	1	1	0	0	1
Provide **public charging stations**. (2)	M	F	ABW		0	0	1	0	0	2	1	1	1	2	2	2	0	0	1
Ban idling (more than 5 minutes) with local **government vehicles**. (2)	ABF		MW		2	2	2	2	2	2	2	2	2	0	1	2	0	0	1
Ban idling (more than 5 minutes) **community**-wide. (5)			ABF	MW	0	0	1	0	0	5	1	2	3	0	0	0	0	0	0

Land Use Policy

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Identify priority areas for **infill development**, including those eligible for "brownfields funding". (5)	ABFM		W		5	5	5	5	5	5	5	5	5	5	5	5	0	5	5
Create **land bank** to acquire and assemble priority infill sites. (1)			B	AFMW	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0
Develop an inventory of known contaminated properties for **reuse planning**, with possible GIS application. (1)	ABW		FM		1	1	1	1	1	1	0	1	1	0	1	1	1	1	1
Measure **Walkscore** at 10 random residential addresses per Census tract, compute average, and improve upon overall score (10).			ABFMW		0	2	5	0	10	10	0	5	10	0	10	10	0	5	10
Adopt **traditional neighborhood design ordinance** (If population is less than 12,500) (5).	FMW		A		0	5	5				5	5	5	5	5	5	5	5	5
Zoning for office and retail districts **permits** floor-area ratio > 1, on average. (5)		AFW	M		3	3	3				3	3	3	2	3	5	3	3	3
Zoning for office and retail districts **requires** floor-area ratio > 1, on average. (8)			M	AFW	0	0	0				0	0	0	0	3	6	0	0	0
Zoning code includes **mixed use districts** (5).	AFMW				10	10	10				5	5	5	5	5	5	5	5	5
Mixed-use language from Smart Code TBA. (8)	F		AM	W	0	5					8	8	8	0	4	8	0	0	0
Adopt **tree preservation** ordinances. (3)			AFMW		0	1	3				0	1	3	2	2	3	1	1	2
Set a **tree canopy goal** and develop a management plan to achieve it. (4)			AFMW		1	1	3				0	1	3	3	3	4	2	2	4
Require **trees** to be planted in all **new developments**. (2)	AFM		W		2	2	2				2	2	2	2	2	2	0	0	1
Certification of membership for **Tree City USA**. (2)	AFMW				2	2	2				2	2	2	2	2	2	2	2	2
Local government establishes **rights of way to be mowed or cleared** only for safe sightlines and/or to remove invasive species. (2)	M	F	ABW		1	1	2	0	2	2	1	1	1	2	2	2	0	1	1
Establish 75-foot natural **vegetation zone easement from surface water**. (10)	AFMW			B	10	10	10	0	0	0	10	10	10	10	10	10	10	10	10
Create an **inventory wetlands** and insure no net annual loss. (6)		M	ABFW		2	3	5	0	5	5	2	2	3	5	5	5	2	2	3

Energy

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Use **PACE financing** (6)			B	AFMW	0	0	0	0	0	6	0	0	0	0	0	0	0	0	0
Make **Watt meters** available to the public (1)	ABFMW				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Adopt a **Residential Energy Conservation Ordinance** (time-of-sale certification and upgrades). (10)				ABFMW	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Work with local utility companies to **calculate total electricity and natural gas** consumption annually, beginning with the fifth year before entering the program. (4)	ABF		MW		4	4	4	4	4	4	4	4	4	1	2	4	0	1	2
Become established as an **Energy Independence Community** (EIC). (1)	ABFM			W	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0
Include **transportation energy/emissions as criterion** in **RFPs** for purchases of goods over $10,000. (5)			AB	FMW	0	0	3	0	0	5	0	0	0	0	0	0	0	0	0
Develop list of lighting, HVAC and shell improvements to raise **Energy Star Portfolio Manager** or LEED EBO&M score (3)	A		BFMW		3	3	3	0	3	3	0	1	3	0	0	2	0	1	2
Reduce motor fuels use for non-transit activities (3)	B		AFMW		1	2	3	3	3	3	1	2	3	1	2	3	0	1	2
Provide **transit passes** at 50% or more off the regular price and/or provide parking cash-out options for local government employees. (6)				ABFMW	0	0	0	N/A	N/A	N/A	0	0	0	0	0	0	0	0	0
Streetlights operate at 75 lumens/Watt or higher (5)	ABFMW				5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Stoplights are LEED or functional equivalent (3)	ABFMW				3	3	3	N/A	N/A	N/A	3	3	3	3	3	3	3	3	3
Municipal **electricity** purchases are at least 5 percentage points higher in **renewable** content than the statewide renewable portfolio standard requires. Calculation may include self-generated power and purchased offsets. (5)			ABMW		0	3	5	0	0	5				0	0	5	0	0	1
Complete **EPA Energy Star Portfolio Manager** spreadsheet for government energy use. Or, score existingbuildings with LEED EBO&M. (5)			ABMW		0	3	5	0	0	5				0	0	5	0	0	2
Calculate **annual government fleet use of motor fuels**, in gallons of petroleum and biofuels, beginning with the fifth year before entering the program. (2)	B		AMW		1	1	2	2	2	2				0	1	1	0	1	2
All **new** and **renovated** municipal buildings must meet **LEED Silver** or greater. (10)			ABW	M	0	5	10	0	0	10				0	0	0	0	0	4

Water

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Completed = Already earning maximum points for this practice; **Not Completed, Not Goal** = Earning less than maximum points for this practice but has not designated it as a goal to improve by 2015; **Goal** = Designated as a goal to make progress on by 2015; **Not Considering or N/A** = No points for this practice and not designated as a goal by 2015, or practice does not apply to community

Strategy Option (Current Point Value)	Completed	Not Completed, Not Goal	Goal	Not Considering or N/A	A 2011 Done	A 2012 Goal	A 2015 Goal	B 2011 Done	B 2012 Goal	B 2015 Goal	F 2011 Done	F 2012 Goal	F 2015 Goal	M 2011 Done	M 2012 Goal	M 2015 Goal	W 2011 Done	W 2012 Goal	W 2015 Goal
Track water and sewer use annually, beginning with fifth year before entering program, and develop plan for reductions. (1-6)	B	AF	MW		5	5	5	6	6	6	5	5	5	0	1	3	2	2	5
Develop a **water loss control plan** with targets below the 15% required by the state and include a system-wide water audit implementation and time table (4)	ABF		MW		4	4	4	4	4	4	4	4	4	0	0	2	2	2	4
Join EPA's **WaterSense** Program for water utilities or the **Groundwater Guardian** Green Sites program and promote them to local business. (2)	AF		BMW		2	2	2	0	0	2	2	2	2	0	0	1	0	0	2
Use **block rates** and **flat rates** to **encourage water conservation** among residential, commercial, and industrial users. (6)	W	AF	BM		5	5	5	0	6	6	5	5	5	3	3	6	6	6	6
Financial assistance for **sewer lateral replacements**. (1)			BW	AFM	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Upgrade water utility **equipment** (e.g., variable frequency drive motors) to achieve **energy efficiency**. (2-6)	AF		BMW		6	6	6	0	0	3	6	6	6	4	6	6	3	4	6
Infiltration and **inflow reduction** by 10% (3)	ABFM		W		3	3	3	3	3	3	3	3	3	3	3	3	1	1	3
Wastewater **biogas** captured and used in operations. (5)	A	FM		BW	5	5	5	N/A	N/A	N/A	3	3	3	3	3	3	N/A	N/A	N/A
Plan for **replacing all toilets** using > 1.6 gpf and annual progress sufficient to reach 90 percent replacement in 10 years. (5)			ABFW	M	3	3	5	0	5	5	3	3	5	0	0	0	0	1	4
Install **waterless urinals** in men's restrooms at municipal facilities (city hall, parks, etc.) (2)			BFMW	A	0	0	0	0	0	2	0	0	1	0	1	2	0	0	2
All **outdoor watering** by local government, excluding parks and golf courses, **from rain collection**. (3)	M		ABFW		2	3	3	0	0	3	2	3	3	3	3	3	0	0	1
Develop a **water efficiency** and conservation **plan for municipal buildings** (4)			ABFMW		1	2	4	0	4	4	0	2	4	0	2	4	0	1	3
Develop a regular **street sweeping** program to reduce total suspended solids (3)	ABFM		W		3	3	3	3	3	3	3	3	3	3	3	3	2	2	3
Stormwater utility fees offer credits for best management practices such as **rain barrels, rain gardens,** and **pervious paving** (3)	AFM		W	B	3	3	3	N/A	N/A	N/A	3	3	3	3	3	3	2	2	3
Inventory all **paved** surfaces (e.g., by GIS mapping), and develop a plan for **reduction** (2)	ABF		MW		2	2	2	2	2	2	2	2	2	0	1	2	1	1	2
Work with commercial or light industrial businesses to develop **stormwater pollution plans** (2)	B		AFW	M	1	1	2	2	2	2	0	1	2	0	0	0	0	1	2
Identify key green infrastructure areas during plan development and/or implement a plan to acquire and **protect key green infrastructure** areas (5)	ABFM		W		5	5	5	5	5	5	5	5	5	5	5	5	2	3	5
Replace concrete channels with **re-meandered and naturalized creeks, wetlands,** or **swales** (1-6)	AM		FW	B	6	6	6	N/A	N/A	N/A	2	4	6	6	6	6	3	4	6
Develop a system for identifying culverts that obstruct fish migration and install **fish friendly culverts** where needed (3)	M		AFW		1	3	3				1	3	3	3	3	3	0	1	2
Provide **incentives for protection** of green infrastructure, sensitive areas, important wildlife habitat, or for the restoration or rehabilitation of wetlands or other degraded habitats such as **credit** towards open space or set-aside requirements (4)	M		AFW		2	3	4				2	3	4	4	4	4	0	0	2

Waste

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Community waste stream **monitored** at least annually. Waste reduction plan prepared and updated annually (3)	AFM	W			3	3	3				3	3	3	3	3	3	2	2	2
Waste and materials management plan based on "**zero-waste**" principles, with specific goals, prepared and updated annually (4)			AFMW		2	3	4				2	3	4	0	2	4	0	0	3
Construction/deconstruction waste recycling ordinance (3)			AFMW		2	3	3				2	3	3	0	2	3	0	0	1
Mandatory residential **curbside recycling** pickup that covers paper, metal cans, glass and plastic bottles (3)	AFMW				3	3	3				3	3	3	3	3	3	3	3	3
Develop a municipal collection program that encourages the diversion of food discards, yard materials, and other organics from landfills to **composting** or **anaerobic digestion** with energy recovery (5)			AFMW		2	3	5				2	3	5	3	3	5	3	3	4
Develop and promote programs that dispose of **household hazardous, medical,** and **electronic waste** (3)	AFMW				3	3	3				3	3	3	3	3	3	3	3	3
Use **anaerobic digesters** to process organic waste and produce energy (4)			AF	MW	0	0	4				0	0	4	0	0	0	0	0	0
Implement municipal ordinances requiring manufacturer takeback for fluorescent bulbs, thermostats and other **mercury-containing devices** (3)			AF	MW	0	0	1				0	0	1	0	0	0	0	0	0
Ordinances in place to **reduce** the usage of **phone books** as well as single-use shopping bags, styrofoam food containers and other **disposable packaging** (2)			ABFM	W	0	1	2	0	0	2	0	1	2	1	1	2	0	0	0
Pay-as-you-throw system implemented by municipality or required of private waste haulers (2)	AF	W	BM		2	2	2	0	0	2	2	2	2	0	0	2	1	1	1
Use **public education and outreach** to promote recycling, backyard composting, product re-use and waste reduction (1)	ABFMW				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1